



# GovEx Guide to Performance Alignment

No two governments are the same, so designing a performance management program is going to look different depending on where things stand in each organization. Use this step-by-step guide to link strategic priorities to measurable outcomes and the activities that drive progress along the way.

**1** Does your city already have bold strategic priorities and/or a leader who is willing to set them?  
(e.g. Safer Streets, More Affordable Housing, Better Schools, etc)

**YES** **NO**

**2a** Has the city clearly articulated precisely what those goals and outcomes are? (short, medium & long term)

**YES** **NO**

- **Engage Stakeholders**
  - + Leaders and Managers
  - + Employees
  - + Residents and Community Members
- **Define Specific Outcomes for each Priority Area**
  - + Safer Streets means Less Violent Crime
  - + Affordable Housing means increased supply
- **Write it all Down**

**2b** Are managers ready and willing to talk about performance and establish their own priorities?

**STOP**

**The city needs to work on culture change more than alignment**

- **Decide which stakeholders to engage**
  - + Leaders and Managers
  - + Employees
  - + Partners
- **Decide how to convene those stakeholders**
  - + Everyone simultaneously or meaningful groupings (e.g health)
  - + One Program/Department at a time; or
- **Plan ahead for the next step**
  - + Get a facilitator
  - + Plenty of space (with breakout rooms)
  - + Posters, Markers, Post-its

**3a** Have you identified what measurable success looks like? (regardless of whether you have control over it)

**YES** **NO**

- **Identify all the possible indicators of progress (or failure)**
  - + Outcome Measures
  - + Effectiveness Measures
  - + Efficiency Measures
  - + Service Quality Measures
- **Decide which measures matter more than others**
  - + Pick some Key Performance Indicators (KPIs)
- **Make sure everything you've listed is knowable**

**3b** Have you completed a Logic Modeling Exercise? (i.e. link resources & activities to intended outcomes)

**YES** **NO**

**Food Safety Example**

- **Define what resources (inputs) you can leverage**
  - + Employees/Staff (e.g. food safety inspectors)
  - + Budget (e.g. \$2m Food Safety Program)
  - + Technology (e.g. Mobile Tablets for inspectors)
  - + Partnerships (e.g. Yelp, Health Insurance Providers)
- **Make a list of all the activities/programs which consume resources**
  - + Restaurant Inspections
- **Link those activities/programs to their outputs:**
  - + Restaurant inspections -> report cards -> grades
- **Define the link between outputs and the behavior(s) you are trying to influence**
  - + Restaurant inspections -> report cards -> grades -> drive restaurants to practice better food safety
- **Articulate what a positive result/outcome looks like**
  - + Restaurant inspections -> report cards -> grades -> drive restaurants to practice better food safety -> lower incidence of foods-borne illness

**4a** Have all stakeholders identified how they can contribute to the achievement of success?

**YES** **NO**

- **Identify all the relevant programs and activities which are already contributing**
  - + What staff already works on this?
  - + What programs/investments are involved?
  - + What technology enables this work?
- **Identify any competing efforts**
  - + Is there anything we are doing which detracts from this effort?
- **What can you change about current service delivery to increase chances of success?**
  - + Change in Staff
  - + Change in Funding
- **What can residents and external partners contribute?**
- **Who is ultimately "responsible" for progress?**

**4b** Have you grouped related efforts into strategic themes and summarized the results for stakeholders?

**YES** **NO**

- **Common Strategic Themes:**
  - + Housing & Economic Development, Education Quality, Public Safety, Public Health & Welfare

**5** Have you set tactics, targets and timelines for the things you want to accomplish in each strategic area?

**YES** **NO**

**The city needs to work on identifying metrics and setting targets.**

**6** Have you set up a program to manage performance on the things you want to accomplish?

**DONE** **NO**